INTRODUCTION

In 1972, PARTICIPaction startled millions of us with the revelation that the average 60 year old Swede was in better physical condition than the average 30 year old Canadian.

The comparison was not without creative license.

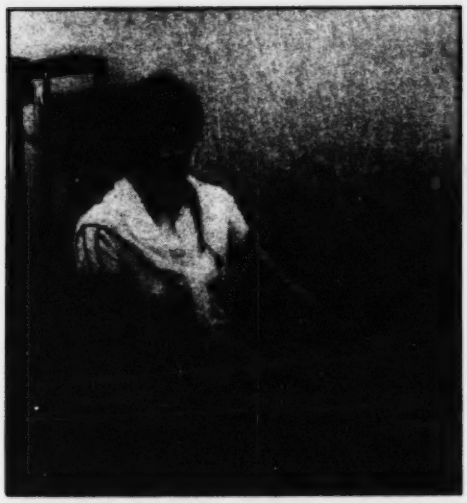
However, the message worked. It made all of us who saw or heard it think — at least momentarily — about our collective physical condition.

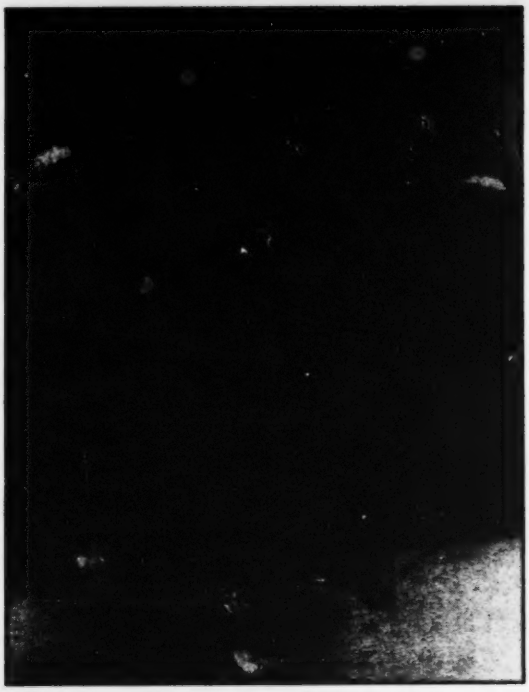
Today, we know that Canadians are generally more physically active. And specifically in Ontario, we know residents of the province are more active than ever before. It is not a passing fad. Increased physical activity, and with it the benefits of fitness, has become a way of life with well over half of all the people in Ontario.

But there is more that should be done, especially in the workplace.

The interest is evident. A recent survey of 1000 Ontario companies revealed that 15 per cent of those polled already had fitness programs in place, and that an additional 45 percent were interested in the possibility of introducing a fitness/recreation program.

This primer, prepared by the Ministry of Tourism and Recreation, is intended to serve as a guide to fitness in the workplace, specifically in today's climate of economic restraint.





General Foods

"You can't legislate fitness, but you can try to encourage employees to take advantage of company-sponsored fitness programs," says Robert Hurlbut, chairman and president of General Foods.

Because he has been advocating employee fitness since assuming the company presidency in 1967, Mr. Hurlbut was keen to have a fitness facility incorporated into the new head office building in Don Mills that opened in 1982.

"It seems to me eminently sensible to have our employees as fit and as healthy as possible — for their own well-being and the company's" notes Mr. Hurlbut. "So by having our own facility, all employees who want to take part can maintain their frequency and continuity in a personal or group program."

Almost forty per cent of General Foods 425 headquarters employees are involved in a fitness program. All are first medically screened and the company's contracted fitness director conducts group classes and develops personal programs.

General Foods also sponsors the Quench Run every August in Cobourg, which attracts upwards of 800 entries annually and features sanctioned 5 kilometre and 10 kilometre runs.

"We are also including fitness instruction in our pre-retirement classes for employees, which I believe reflects the depth of our commitment to promoting physical fitness to everyone in every age group," says Mr. Hurlbut.

WHAT

Fitness, very simply put, is a state of physical well-being. It's a very personal state, because each one of us is different in terms of size, shape and metabolism.

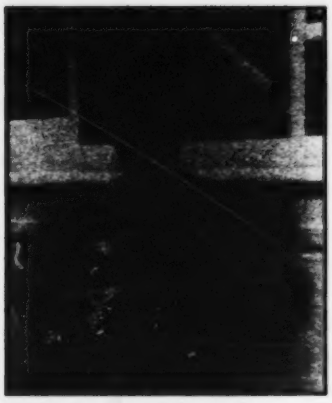
Sometimes, we think we're fit because we are reasonably active, or because we play a sport with some regularity.

But the secret to fitness is regular physical activity at a personal pace that results in improved aerobic capacity, better muscle tone, more stamina and, as a result, a healthier body that functions more efficiently.

Unfortunately, for most of us fitness is a somewhat elusive state. Worst of all, we perceive fitness as something we have to "work at" to achieve and maintain.

Yet fitness — that state of physical well-being — is perhaps one of the most important personal investments we can make…and the rewards are life-long.

By introducing a program of physical activity in the workplace, or by encouraging regular physical activity for employees, you are investing in their well-being, and in the well-being of the company.



Hiram Walker

Because Tony Dillon had a heart attack, Hiram Walker & Sons Limited in Windsor has a first-rate fitness program for all of its employees.

Mr. Dillon, industrial relations director of the distilling company, presented senior management with a plan for a fitness program. Employees were canvassed for their opinions, which were reviewed.

Soon a large area that had been used for storage was converted into a well-equiped, comfortable gym, complete with banked running track. There is also a first-rate pistol range and complete change and shower facilities.

In 1982 employees spent a total of more than 11,000 hours in the gym, up from 2,000 hours in 1976, the first year of operation. On an average weekday nearly 60 people use the gym daily, which is open around the clock. In addition, the company supports organized outdoor sports and recently developed its own baseball park.

"Many companies become discouraged because they expect a great deal of participation in an employee fitness program right from the outset. But the fact of the matter is that good programs will draw more and more employees over a period of years," says Mr. Dillon. "So companies should stay with their commitment and not become discouraged. In the long run, an employee fitness program can only be beneficial."

Mr. Dillon notes that at first the union was skeptical of the fitness program. "We had to convince the person on his feet all day that he still needed to get exercise, but in no time the program was accepted totally throughout the company," Mr. Dillon says.

Dr. Charles McFarlane, the company's medical officer and a specialist in sports medicine in Windsor, says: "It's wrong to die young, and I believe that with the proper lifestyle, most anyone can easily enjoy a full, healthy life. That means a good level of physical fitness and a proper nutritional plan."

After a fitness test, Dr. McFarlane develops a complete lifestyle program for any employee and regularly monitors progress.

"We really believe in the importance of employee fitness," says Mr. Dillon. "For that reason, we offer the facilities. But we don't pressure or demand involvement. It's there as an added service."

Mr. Dillon was also the first Chairman of the Windsor-Wide Annual Corporate Challenge that in 1983 will involve up to 100 teams.

WHY

While more than 80 per cent of us believe that fitness is important and are either thinking about becoming active or are involved in physical activity, we underestimate the importance of fitness.

Just consider the ramifications of inactivity:

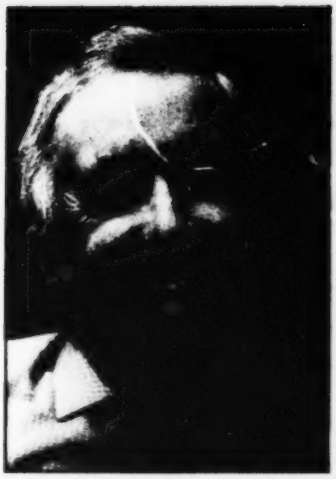
- Inactivity is one of the contributing factors to high blood pressure, fatigue, premature aging.
- Inactivity causes poor muscle tone, which can directly lead to lower back pain and injury.
- Inactivity promotes weight problems, heightens mental tension, both of which may lead to coronary heart disease.

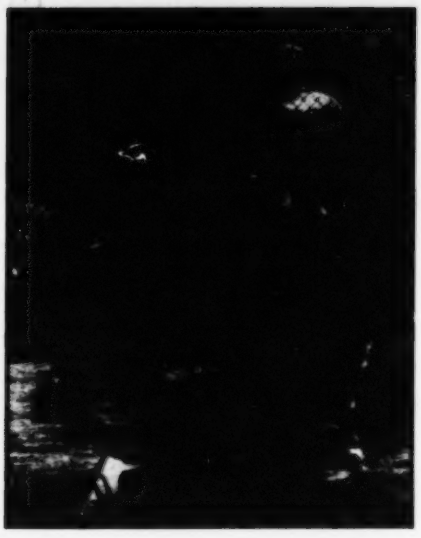
Translated into dollars and time, the significance of inactivity, or unfitness, is staggering. For example:

- Health and Welfare Canada reports that medical costs associated with diseases relating to lifestyle exceeds $2.76 billion a year.
- Over $9 billion annually is lost in time and salaries by executives whose health is adversely affected by illness stemming from lack of fitness.
- 745 million production hours were lost at a cost of $3.8 billion in 1975 across Canada due to lifestyle related illness.
- In 1979, the cost of absenteeism in Canada was $4.9 billion, 25 times more than the economic loss attributed to labour disputes.
- In Ontario, OHIP could save $31 million each year in health care costs if residents had an average level of physical fitness, according to the 1976 Quasar study.
- Research at Canada Life Assurance Co. shows that the cost of hiring and training a new supervisory level employee is about $20,000.
- A U.S. study indicates that to replace a top executive can cost as much as $600,000.

The point is that well-being — fitness — can help to reduce substantially personal illness, both physical and emotional. Fit employees tend to be ill less often and appear to be able to recover more quickly. As well, efficiency and productivity increase as more energetic, alert and enthusiastic employees are less prone to accidents. That means a healthier, more involved workforce.

And that means a healthier, more productive company.





Dofasco

The Dofasco Recreation Program in Hamilton traces its origins to 1937 and is at the roots of the operating philosphy of the company.

"We really are a family company...generations of us have been working together," explains William Tinsley, vice president, personnel, of Dofasco. "And it has always been important to try to make after-work hours as enjoyable as possible for our employees and their families."

The resulting Recreation Program is one of the most comprehensive to be found anywhere on the continent. About 7,000 of the company's 10,500 employees are "touched" by the program. That means nearly 70 per cent of the households with a Dofasco employee participate in any one of the more than 50 activities offered.

"Our focus has been on recreation...not on fitness per se," says Dale Hails, employee recreation manager. "That means we help interested groups of employees start organized activities that range from angling to broomball, from senior non-contact hockey to children's blooperball, and from square dancing and chess to volleyball and golf."

"If in the process they achieve a higher level of fitness, then that's an added, and I'm sure welcome, bonus," he says.

Senior management supports and participates in the program. "We're involved. Not just for show, but because we really believe," says Mr. Tinsley, "and because almost without exception we are active in sports."

In June 1978, Dofasco opened the first phase of its Dofasco Recreation Centre which includes two indoor NHL-sized hockey rinks, five baseball diamonds, a combination floodlit soccer-football field, a 400-metre, six-lane, all-weather running track, four floodlit, cushioned tennis courts, a driving range, and an 18-hole mini-putt course, and change and parking facilities.

"Our commitment is to help our employees and their families enjoy a healthy lifestyle together," says Mr. Tinsley.

WHERE

You can help your employees achieve an improved level of well-being by encouraging fitness activities.

This can be done a number of ways, both at the workplace and away from it.

The cost of implementing a program is variable since much depends on the format selected.

The important thing is to do something.

You can:

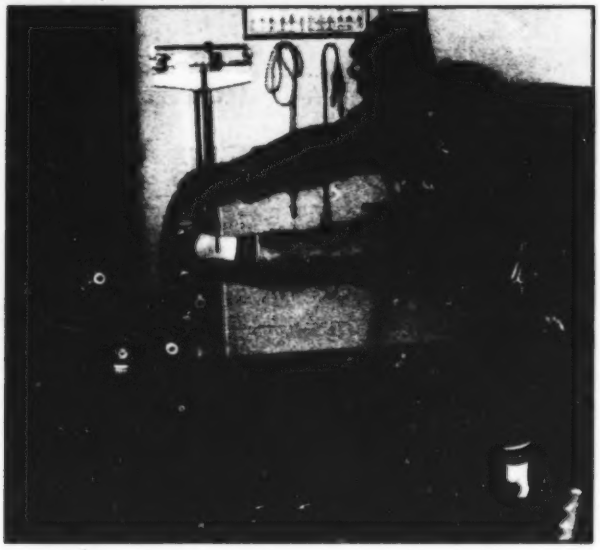
- Introduce a personal fitness program and encourage adherence with posters, newsletter stories, pay envelope stuffers, incentives, contests, and teams in organized sports leagues. This requires no special space at the workplace.
- Designate an employee to be fitness leader who, with proper training, can advise and encourage fellow employees on many aspects of fitness.
- Retain a professional fitness leader who advises you, and perhaps leads group fitness classes on a regular basis with different levels to reflect the needs of groups of employees. This can be done in any open space or empty room; in a meeting hall, cafeteria, or, in warm weather, outdoors. (Naturally, change and shower facilities would be desirable, although not mandatory.)
- Pay for or subsidize employee enrolment in recognized fitness programs or health clubs.
- Use existing space, remodel or build your own fitness facility, which can be as simple or comprehensive as your budget allows.

Location of a fitness program or facility is an important consideration. It should be as close as possible to the worksite since employees should be able to partake in a fitness program and be back to their worksites in under one hour. This is particularly relevant when mid-day programs are offered.

Any program designed to improve overall fitness levels will require moderate activity for between 20 and 30 minutes. Ideally, change facilities — and, where possible, showers and lockers — should be provided. As a matter of fact, successful programs showing marked reduction in employee absenteeism and turnover include change and shower facilities at the worksite.

So, as you can see, there are a number of options for on-site or off-site fitness facilities, ranging from free use of community parks to creating a full gym with change areas.

What matters most, though, is to offer some type of fitness-oriented program. It matters to the welfare of your employees...and in the long run, to the welfare of your business.



J.S. Redpath Limited

Nearly half of the 130 employees at J. S. Redpath Limited in North Bay regularly use the 5,000 square feet of fitness facilities housed in the company's new building completed in 1981.

"We became interested when one of my colleagues listened to a fitness presentation," recounts Jim Redpath, president of the mining engineering and contracting company. "And since we were just planning a new addition, we researched employee interest and worked the fitness centre into the plans."

With advice in program planning and testing of employees by an independent consulting firm, the company moved into its new facility ready to launch its fitness program.

"I've discovered it isn't necessary to spend large amounts of money for a fitness centre. But in Northern Ontario, a fitness program means the need for indoor space...space that doesn't have to be fancy," says Mr. Redpath.

"As far as I can see, there are some very real benefits to offering a fitness program to employees," Mr. Redpath explains. "For example, we've got some people who a year ago could hardly run a short distance, and today they're running regularly. And our trained fitness leaders are offering classes in fitness and dancersize."

Says Mr. Redpath with a smile, "I've noticed two things. One is that a noon workout — I like to run — leaves me feeling like I'm starting a new day. And the other is that a good workout is a great way to purge myself of stress. Those alone are two good reasons to have a fitness program."

WHEN

There is a common misconception about our quest for fitness. It is that fitness requires an extraordinary amount of time — both to achieve and maintain. And that fitness requires expensive and costly equipment.

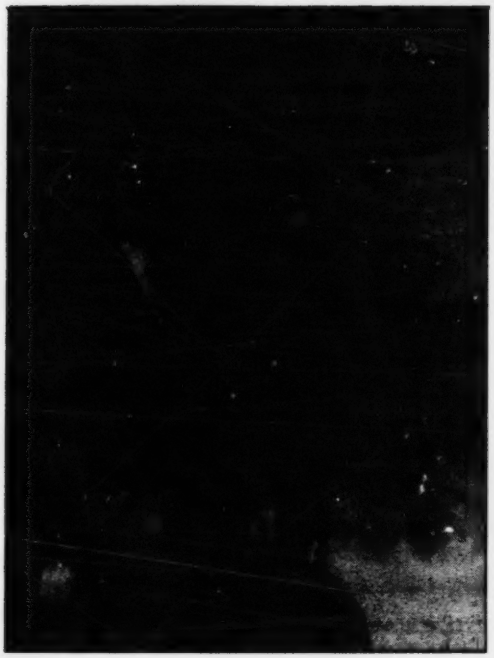
Truth of the matter is that a good level of fitness can be maintained if we're physically active just 30 minutes, three times a week. Of course, if we want to help ourselves most, physical activity should be fairly concentrated so that the heart and lungs can derive the most benefit.

What is really required is opportunity, commitment and motivation in the workplace. One important way to help generate involvement is to offer fitness programs and activities to suit employee work schedules. As a result, most programs should take place before work, during lunch breaks, or after work.

One of the key factors in the success of an employee fitness program is to respond to employee needs, so that they can devote sufficient time to a fitness program.

Chances are, if they have an opportunity to participate, they will.

However, there is something else that must be remembered. Fitness programs are seldom instant successes and the majority of employees rarely become involved at the outset. To be truly successful, any fitness program requires time and attention.



Canada Life Assurance Company

"Just as a group of us was exploring the possibility of starting a fitness program of some kind, we were invited to be part of a fitness research project sponsored by the federal government," recalls Ian Fraser, vice president — administration and secretary of The Canada Life Assurance Company.

Since the end of the project in mid-1978, Canada Life has carried on with a comprehensive fitness program available to any of its 1400 employees at the Toronto home office. Currently, more than 600 employees are enrolled in the Canada Life and Lifestyle Program, whose major focus is group exercise classes during the early morning hours, at noon and after work.

"Our classes are taught by in-house volunteer instructors trained by our full-time professional staff," says Mr. Fraser. "In addition, our staff provides personal lifestyle counselling and develops and runs special courses throughout the year."

That counselling is also available to employees at Canada Life's branches across the country. In addition, some branches are testing a videotape exercise program series being developed by the company.

A nominal registration fee is charged for all programs; it is a token fee meant to ensure registrants stick with the programs, which are fully subsidized by Canada Life.

The company even has "fitness breaks" during some meetings.

"We don't keep many statistics about the benefits of our fitness program, or about how many people use our fully-equipped fitness facility," reports Mr. Fraser.

"Frankly, we believe that there are many intangible benefits to a corporate employee fitness program. There is no doubt in my mind that it's good for morale...that fit employees are better employees...that it's an important factor in offering a positive work environment...and that it allows employees who might otherwise never even meet, to mix and mingle.

"A fitness program is a low cost investment in our employees and in our company; an investment with high long-term returns," says Mr. Fraser.

HOW

There are several important components in developing, introducing and operating a successful fitness program. They are elements that are common to any program, regardless of its simplicity or complexity, and whether you have an on-site formal fitness facility or not.

- **Management commitment** and participation is the backbone of any good program. Ideally, members of the senior management group will not only be enthusiastic about a fitness program, but will participate. As a result they will both set an example and they will benefit personally.
- It is essential at the outset to establish a **fitness committee**, comprised of management and employee representatives. To work most effectively, it should not have more than eight members. The committee's role is to generate program parameters, foster employee interest, pride and participation, and to maintain and improve a fitness facility.
- Early on, it is important to **survey employee** interests, needs and expectations. Their response will significantly influence the structuring of a program. Such a survey can be carried out by the fitness committee through existing employee communications tools.
- Another important ingredient is **leadership**. In most cases, a leader naturally emerges (unless assigned), and tends to be one who has a keen interest in fitness for any one of a number of good reasons. Or, you may elect to retain a part- or full-time qualified director who can add an extra dimension of depth and professionalism. Either way, you will want to ensure that the program you do offer is safe, beneficial and accessible.

Fitness Ontario, a unit of the Ministry of Tourism and Recreation, offers a fitness leadership training program available through community agencies. The training program provides professional instruction to employees who wish to become volunteer fitness leaders in their organizations.

Fitness Ontario also has developed and tested an effective personal fitness program that is available to companies at no cost.

Called FitFive, it is an easy-to-follow program that encourages physical activity at a participant's own pace, monitors activity and offers helpful hints on all aspects of fitness.

It is supported by display units, posters, charts and a special implementation manual.

It costs nothing to implement, requires no special time at the workplace and all you have to do is allocate some administrative time to set up and monitor the program.

FitFive is a good first step in generating increased employee awareness of and interest in fitness.

Ingersoll-Rand Canada

Ben Young, general manager of Ingersoll-Rand Canada's distribution operations in Rexdale, near Toronto, was thinking in 1980 about how he could add a fitness facility for employees. He had surveyed the 85 employees and interest was high. And he was just about to undertake a major expansion of the distribution centre's warehouse and offices.

"Then, I happened to read that Fitness Ontario was able to help companies planning fitness facilities with matching Wintario grants," recalls Mr. Young. "In no time at all, I was on the phone and before long, as our expansion got under way, included in the blueprints was a modest fitness facility with change rooms and showers."

The company's fitness program started in January 1982 with the assistance of an independent fitness consulting and testing firm. Basically, those who have been tested are offered personal fitness programs to follow in the unsupervised gym that is open early in the morning, midday, and after work.

"We've got an "us" attitude about our fitness program, not "we" and "them". We work at it together and we're benefitting together," says Mr. Young.

Notes Operations Manager Albert Marsella, "We tried our best to set up the fitness program properly and then add other fun events around it. For example, our Beat the Boss Challenge Run is a major success; so is our table tennis challenge."

Employees also receive regular newsletters on fitness and lifestyle.

"At this stage, it's difficult for us to measure the impact of our fitness program on productivity. But we're looking for employees to be happy and healthy — that's our number one priority. The other benefits will fall into place," predicts Mr. Young.

WHO

Fitness Ontario has a full-time Employee Fitness Coordinator who will be pleased to visit with you and your associates... to review your needs; to advise on the best, most cost-efficient means of planning, launching or enhancing a fitness program.

After early developmental counselling, Fitness Ontario's role is to simply "keep in touch" as required.

In addition, Fitness Ontario can offer assistance in resource needs and, in cases that qualify, with Wintario financial assistance.

As well, the Ministry of Tourism and Recreation's regional program staff are also able to provide counsel and help monitor programs.

Of course, there are also independent consultants and recognized fitness organizations qualified to help you.

Much will depend on how a fitness program is structured and introduced.

So please feel free to contact us.

After all, it's a matter of good health.

S.C. Johnson & Son

In a 1927 Christmas Eve speech, H. F. Johnson Sr. said: "The goodwill of the people is the only enduring thing in any business. It is the sole substance."

Today, the corporate commitment to maintaining employee goodwill is still just as strong at the Brantford operations of S. C. Johnson & Son, Limited.

Says Johnson Wax Personnel Director Robert Deacon: "We've had a resort in Muskoka since 1964, complete with cottages, and available to all our employees and their families.

"Then, in 1975, together with our Johnson Employee Association, we renovated one of our old buildings into a fitness facility that is open every day to employees and their families."

The centre includes a large basketball court which converts easily into other indoor game uses; a small gym, a squash court, a sauna, change and shower facilities, and a meeting room. There are also formal dancersize and fitness classes led by trained employee leaders.

"We really don't try to measure the benefits to the company, because the benefits to our employees are important enough for us," says David Holte, vice president finance. "We are simply conscious of people's health, and so we encourage use of the facilities.

"You know, we had a tennis court out behind our building in 1927," explains Mr. Deacon. "So as you can see, we've had an ongoing interest in employee fitness and recreation. In fact, while we buy the initial equipment, the employee association replaces and fixes the equipment. Each employee contributes $4 a month towards the facility and social events, and the company matches the contributions."

PUTTING IT ALL TOGETHER

Eight documented employee fitness benefits that affect any organization are:

- less illness and fewer accidents
- reduced turnover
- generally better attitude towards work
- better ability to cope with stress
- better relationships in the workplace
- fewer days of work missed
- a tendency to improve personal health habits
- overall more enjoyment out of life

That means employees who are in better physical condition, coping more effectively with their careers and the tensions of modern life. And that means more productivity.

Return on investment in employee fitness can be documented, and costs of economic benefits of an employee fitness program can be calculated with reasonable accuracy.

Our attitudes towards fitness have changed dramatically during the past decade. Whereas for too long too many had a cavalier attitude about their own physical well-being, today we realize that fitness is an important factor in all facets of our lives.

By offering employees an opportunity to improve their level of fitness, regardless of the nature of the program, everyone benefits in every imaginable way.

Please think about it. Seriously.

And then pledge that for the good of your employees, and the company, you'll take the first step.

FOR FURTHER INFORMATION CONTACT:
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